



ECU

**COLLEGE OF
EDUCATION**

Building A Framework for Successful Innovation

**Greene/Martin/Lenoir County Schools
In Collaboration With the ECU COE
September 19, 2017
9 am – 12 pm
Hilton Inn Greenville, NC**



Welcome & Introductions

Who's in the room?

Please log into


<https://todaysmeet.com/COEInnovation>



Intended Outcomes

By the end of this session, we will:

- Understand the background leading to this emerging initiative and opportunity between the targeted LEAs and the ECU COE
- Understand an Innovation Framework in the context of developing a Coaching Model for teachers and other school-based leaders
- Understand how the previously identified Key Competencies and Essential Skills of Strategic Leadership and Cultural Leadership will serve as a foundation for the Coaching Model
- Generate a list of action items needed to move the pilot forward in the next 30-60 days



2015-2018 TQP Evaluation Extension Study

Provided the opportunity to follow our graduates into the field as 1st and 2nd year teachers to look at the impact of our reforms on

- Student achievement
- Teacher retention

Provided the opportunity to work together to identify competencies and essential skills for successful educators to impact

- Student achievement
- Teacher retention



Why Build a Framework for Innovation?

From the work of Peter Senge

"Let's....look at the work we do right now, and ask, How can we do it better? Not because what we were doing before was wrong, but because we need to to do more to ensure our students are successful in the 21st Century..."



Code of Cooperation

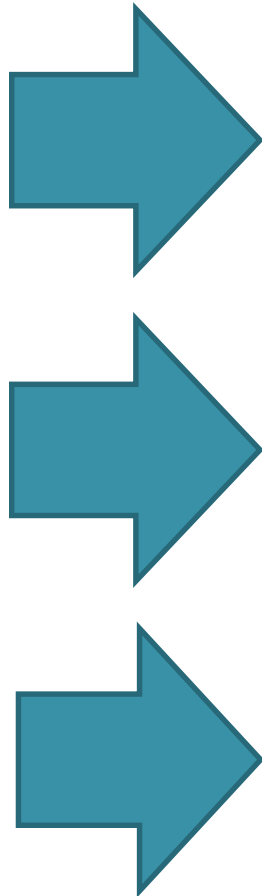
- Listen as an ally
- Speak from awareness
- Suspend certainty
- Celebrate diversity
- What happens in Vegas . . .
- Mind the schedule
- Stay engaged

Building a Framework for Successful Innovation

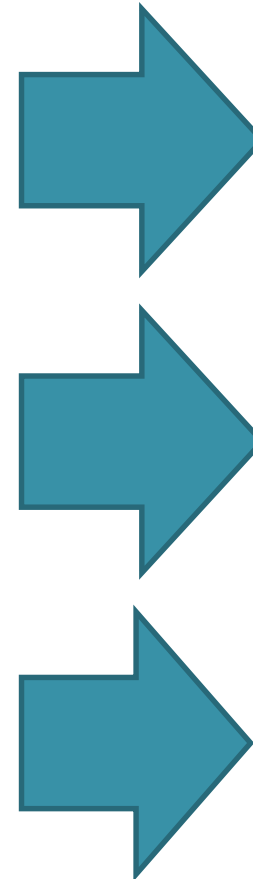


Lessons Learned

Year One:
Focus on quantitative assessment of policy relevant impacts of student test scores and teacher retention



Year Two:
Incorporation of qualitative analysis of strategy use and lessons learned



Year Three:
Where do we go from here?: Plotting a course for the future

Where do we go from here?



**How can ECU and Eastern
NC School Districts improve
the success rate of
innovations?**



Setting the Context

- From where I sit.....
- What I've learned

Innovations

Implemented Well
and With Fidelity

Aligned
to

Competencies

Rigorously Measured

Aligned
to

Impacts

Thoroughly
Documented



Where do we go from here

Q: How can ECU and Eastern NC School Districts improve the success rate of innovations?

A: By changing their typical approach to carrying out innovations and instead, work together in a deep partnership guided by a framework for successful innovation

Building a Framework for Successful Innovation



Why a Framework for Successful Innovation?



Why a Framework for Successful Innovation?

- Because other districts want to know what you did to get such great results (so they can do it too!) but you didn't take the time to write down how you got there and now you don't remember the details
- Because you've been doing something for 4 years and just found out it didn't produce the results you wanted
- Because you thought everyone in the district doing the same thing, but it turns out everyone had their own interpretation and is doing different things
- Because you just found out that spent a ton of \$\$\$ on something that your local university could have given you for free
- Because it turns out the innovation you rolled out with a rocky start had already been implemented nearby and if you had known then you could have avoided a lot of pitfalls
- Because the innovation is perfect, but it's too expensive to do on your own



Why a Framework for Successful Innovation?

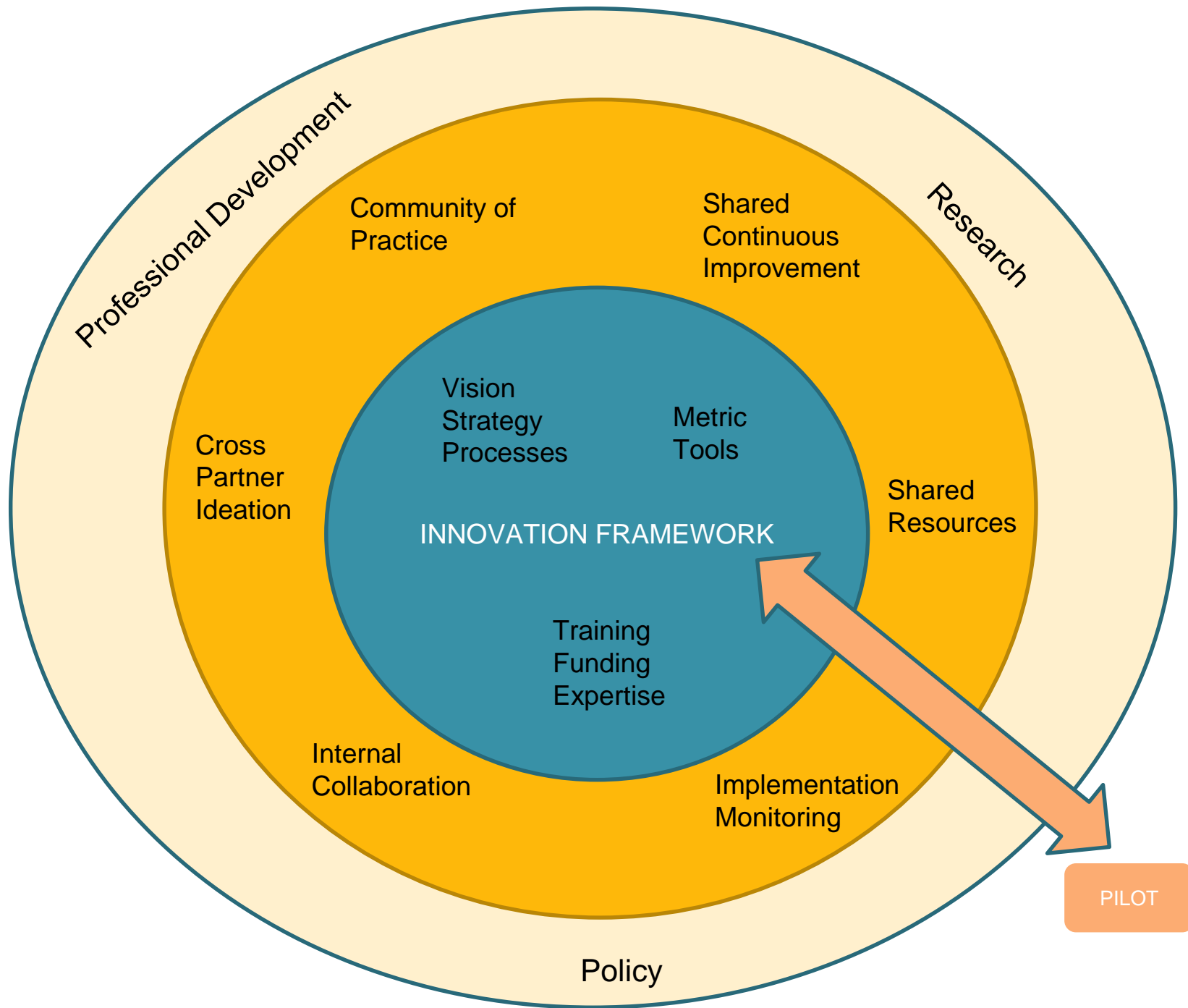
Because you need to hit *pause and reflect* on **what** you are doing and **why** so you can make sure:

- Everyone is on the same page, speaking the same language, understanding the vision, consistent external messaging
- You have some initial indicators that it's working
- You aren't heading off course
- You are building solid evidence to determine if and impact was made (and how big)
- You are taking advantage of the talent and resources around you
- You are taking advantage of your neighbors' experiences
- You are documenting how you got there (so the next school can get there too)

Why a Framework for Successful Innovation?

A Framework for Successful Innovation would....

- Serve as a roadmap to increase the probability of success with future innovations
- Enhance capacity, consistency, and quality of new innovations
- Maintain a focus on the development of strong district/ school-university collaborative partnerships
- Create a common language, allowing for greater ease in discussions across the partnerships
- Ensure necessary data and metrics are collected to:
 - meet program and accountability requirements,
 - monitor implementation fidelity,
 - comprehensively measure competencies; and
 - thoroughly document impacts
- Better position scholarship efforts by offering a conceptual frame to situate research



Activities Associated with Framework

- Identifying and developing a **core set of trained and capable staff** that have a clear understanding of the strategic and tactical innovation elements, and the processes, tools, and funding options to execute them
- **Building competency and advocacy** for innovation
- Developing an **internal network of “connectors,” “influencers,”** and “sponsors” within and across the partnership, in addition to dedicated **innovation leaders**
- Choosing **which innovation** activities—e.g., ideation, project definition and selection, or networking—should be done, **how to implement** these activities, **where** in the partnership to implement them, **and when** to implement innovation activities as part of existing innovation and new program development cycles
- **Scaling internal support resources** to make innovation efforts successful as internal and external activities evolve and increase.



Key Words Describing Innovation

Individually, in the next 2-3 minutes, using your device or a note pad, make your own list of 6-7 words that you feel best describes what “innovation” means to you.



Innovation

AnswerGarden

Individually, take 2-3 minutes and quickly enter into the AnswerGarden each of your individual words.

Be prepared discuss or ask questions about what the AnswerGarden illustrates.



As a table and then group...

- 1) share what you've learned and/or like about the Innovation Framework
- 2) what it makes you wonder about, and
- 3) what questions does your table have about the Framework
- 4) be prepared to debrief and share your responses as a full group



Key Competency: Strategic Leadership

Essential Skills:

Collaboratively develop a vision for the school using relevant data that includes how the school will promote the learning and development of the students.

Establish and sustain a professional culture committed to this vision.



Key Competency: Cultural Leadership

Essential Skills:

Establishes a culture of collaboration and a collegial environment with and among faculty as well as between school leadership and faculty.



LEA/COE Ideas on Key Competencies

As a table, create a T-Chart for each of the two Key Competencies and their Essential Skills

Column 1

Column 2

How they are realized
enhance

Opportunities to



Exploring A Coaching Model Pilot

General Timeline

- October-December: conceptualize and develop the model, identify research questions
- January-June: implement the model, collect data
- July: 3-day Institute to collect data from participants, make suggested modifications to the model
- August: Disseminate fundings to other school districts in our region
- October-August: Look for funding to continue the model



Exploring A Coaching Model Pilot

General Budget Guidelines

Funding available in the following line items:

- Sub-contracts
- Supplies
- Travel

Funding is available from October 1, 2017-
September 30, 2018



Initial Thoughts....

At your table, each LEA with a ECUCOE faculty member, will create a takeaway product that illustrates their initial thoughts on:

- 1) what would be key elements of the coaching model, and
- 2) what would be the key outcomes of a sustainable and innovative Coaching Model for teachers and school leaders

Be prepared to share it with the larger group



Sharing of initial thoughts...

Allow each table to take a few minutes to share its work product on the key elements and outcomes of a sustainable and innovative Coaching Model for teachers and school leaders.



Next Steps

- Action Plan/Timeline
- Resource parameters
- Next work session - purpose/dates
- Use stickers to do a Plus/Delta of Meeting



Recent Literature on Coaching

From the special issue on instructional coaching in Theory and Practice (2017):

- Teachers are responsible for their students' outcomes and they can change their practices so that student outcomes improve
- Across studies of effective coaching: coaches were partners, teachers' opinions were respected, and that feedback was collaborative.
- Observation and feedback are active ingredients of effective coaching
- Mixed evidence for virtual coaching compared to face-to-face coaching
- There's much evidence to suggest that workshops and lectures are not as effective as well-developed coaching models.